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How to Get that Appointment

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San Francisco
Commission on the Status of Women

ket Street • Sixth Floor • San Francisco, CA • 94102-4908
(415) 252-2570

Commission on the Status of Women

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FEB 2 7 2002

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Special Acknowledgements

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A very special thank you must go to the previous Commission on the Status of Women who had originally prepared *How To Get That Appointment.*

I. Introduction

About this publication

Boards, commissions, task forces and advisory bodies are an important and influential component of city government. Their members not only have an opportunity to affect public policy, but also to gain access to the highest levels of city government, develop networks and represent their own constituencies and perspectives. This publication provides an annotated listing of such bodies currently operating in San Francisco city and county government. Since a major concern of the San Francisco Commission on the Status of Women (COSW) has been to increase the participation of women in the decision- and policy-making process, a publication such as this is an excellent vehicle through which to attain that goal.

About the commission

The commission was first established by Executive Order in 1975 as an advisory body to the mayor to assess and improve the status of women in San Francisco. In January 1989, Mayor Art Agnos convened a task force to study administrative options for restructuring the Commission on the Status of Women. In April 1989, he accepted the task force's recommendation that the Commission on the Status of Women be an independent entity and no longer under the Human Rights Commission. Through legislation passed by the full Board of Supervisors on July 17, 1989, and signed by the mayor on July 28, 1989, the Commission on the Status of Women's mandated powers and authorities have increased.

The new freestanding, seven-member commission, with control over its own budget and an executive director, is working with a five-standing committee structure:

Administrative/Education/Public Relations Committee
Domestic Violence Committee
Health Committee
Rules and Legislation Committee
Women and Economics Committee

The purpose of the commission is to advance women's equality in San Francisco and to assist the city and county of San Francisco realize its policy to ensure women equal economic, political, social and educational opportunities as well as equal services and protection by public agencies.

As the only official city and county agency devoted solely to women's issues, the commission has always been concerned with the status of women in the workplace. The commission has issued several publications of interest to women on subjects such as sex discrimination, pay equity, sexual harassment and domestic violence. In addition, the commission has promoted programs and policies which affect positively the professional lives of women municipal employees. Job posting, alternative work schedules and part-time schedules for managers are some of the city and county policies that have been implemented as a result of the commission's work. Long an advocate of increasing the number of women serving as agency heads, it has vigorously supported the appointment of women to these high-level positions.

This publication is another project designed to increase women's participation in government. While it clearly may be used by both women and men, the commission hopes it will serve as a catalyst for increasing the appointment of women to government bodies by providing access to the necessary information and thus expanding the pool of qualified candidates.

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In this directory

For each of the listings, the descriptive information will help you assess the qualifications and level of commitment required for service. Function, composition, terms of office, salary, and frequency are all detailed for this purpose. Any special qualifications that may be required for appointment are also included within these categories. While the commission's particular interest as a city body itself is in mayoral appointments, other authorities responsible for making board appointments, such as the San Francisco Board of Supervisors, are also indicated so that you will know whom to contact to be considered for appointment.

In using this book, a few definitions and clarifications may be helpful. *Ex officio* refers to those individuals who serve as a member of a board as long as they occupy a certain title or position. In most cases, members serve on a commission or advisory board until they are reappointed or replaced, even if their official term has concluded. Certain members serve without compensation.

In addition to the permanent boards listed in this directory, the mayor frequently creates blue-ribbon commissions. For example, the Mayor's Task Force on Families, and the Mayor's Task Force on the COSW. Because of their temporary status, these commissions have not been included in this directory.

We recommend that the use of this directory be augmented by *Inside City Hall,* a guide to San Francisco city and county government put out by the League of Women Voters. This publication, revised every few years, provides an informative overview of the various elected officials, boards and commissions, and other city agencies located in San Francisco. *Inside City Hall* is available by contacting the League of Women Voters at 620 Sutter Street, San Francisco, CA 94102, (415) 775-VOTE.

The process of seeking an appointment

A mayoral appointment to a commission or an advisory board often occurs not only because an individual has appropriate skills and qualifications, but because of that person's initiative. This directory is intended as a tool to help you begin this process.

The first step is to review the listing for a particular commission or advisory board and begin to assess whether you are a viable candidate. After reviewing the listing, you might desire more information about the board. To obtain this information, you might want to:

- Request printed materials about the commission or advisory board, its work and its activities
- Consider attending one of the commission or advisory board's regular meetings or special programs
- Meet with individuals and groups with whom the commission or advisory board has worked or who have been affected by the board's actions
- Consider talking to past and present commission and/or board members to gain insight into its purpose and operations.

Of course, you should read the local newspapers to learn about the commission or advisory board's activities, as well as other current issues and events that will have an impact on the commission or advisory board. Finally, you should familiarize yourself with the specifics of the appointment process—for example, is there a formal application or should an applicant simply forward a resume to the appropriate office? Should resumes be forwarded to the mayor? Is there a specific time period when applications are accepted? Are interviews required?

Once you have thoroughly researched a commission or advi sory board, you should honestly assess your skills and exper

iences to identify those that are appropriate to the board. This may include reviewing your educational background, professional training, employment history, volunteer work, personal and professional affiliations and personal qualities. If you decide to apply for appointment, be sure to include all applicable qualifications in a well-organized resume and cover letter. Double check to make sure that letters to officials are addressed correctly, using "Honorable" and other titles where appropriate. Note that the information included in your letter and resume might differ from that supplied in a resume for a job application.

Your knowledge of your community and your participation within it may be one of the overriding factors in your being appointed and should thus be highlighted in the resume or cover letter. Send these materials to the mayor's office or to the Board of Supervisors, as well as to organizations whose support would be beneficial and other individuals whose opinion is respected by the appointing official(s).

It is important to analyze ways in which you may build support for your appointment. You should assess what support is necessary and available to you and how you may secure and use it. Community and civic organizations, elected officials and influential people in the community, professional organizations and unions may be key sources of support. You may wish to meet with organizations or individuals to encourage them to act on your behalf by writing letters outlining your qualifications or endorsing your appointment. In short, you should mount an active campaign to strengthen your application.

Women on City Commissions

We are encouraged by the fact that the number of women being appointed to commissions, boards and task forces has been increasing in recent years. But it is important that women continue to seek policy-making positions.

There are certainly many capable women who could bring their talents and skills to a wide range of appointive bodies in San Francisco. We hope that this publication will encourage qualified women to seek and gain appointment to the city's boards, commissions and task forces. In so doing, not only will individuals have the opportunity to enrich their lives, but the city will benefit from new talent and expertise.

Good luck!

II. San Francisco Government

San Francisco's form of government is made in two ways. First, it is a consolidated city and county government and therefore avoids the kind of duplications found in cities and counties operating under separate jurisdictions. Second, the 1932 City Charter provided a separation of executive power by dividing it unequally among the mayor, the chief administrative officer (CAO) and the controller.

An elected official, the mayor appoints both the CAO and the Controller with confirmation by the Board of Supervisors. The CAO is responsible for supervising nine city departments and serves a ten-year term. The controller is San Francisco's chief fiscal officer acting as an independent auditor and responsible for seeing that the city departments spend only that money authorized by the Board of Supervisors. The Board of Supervisors has budgetary and legislative powers.

Each of the executive branch officers has responsibility for one or more city departments. Departments under the mayor's jurisdiction have commissions and those under the CAO do not. The controller heads the controller's office which does not have a commission.

The mayoral commissions are probably those most familiar to San Franciscans. A number of other commissions have members appointed by the Board of Supervisors, the judiciary or other recognized agencies.

III. Commissions Appointed by the Mayor:

MAYORAL APPOINTMENTS

Thirty-three city departments are responsible to the mayor. The mayor appoints a policy-setting commission for each department. By state law, appointments to the Port, Housing Authority, War Memorial Board, and Redevelopment Agency commissions must be confirmed by the Board of Supervisors.

The following pages provide in formation on the thirty-three city department commissions.

Commissions Appointed by the Mayor

Title:	**AGING, THE COMMISSION ON**
Address:	25 Van Ness Avenue, Sixth Floor San Francisco, CA 94102 (415) 864-6051
Meetings:	1st Wednesday of the month, 9:30 AM 101 Grove Street, Room 300
Membership:	13 members: 2 appointed by the mayor, 11 appointed by the mayor upon recommendation of each of the 11 members of the Board of Supervisors. Must be 55 years of age or older.
Compensation:	$25 a month
Function:	To develop broad policy goals to deal with the problems of the aged and aging. To coordinate existing senior citizen services. To plan for the utilization of federal funds and generate additional funds to provide a comprehensive range of services.
Other Info:	Also as a 22 member (11 members and 11 alternate members) Commission on Aging Advisory Council. Each member is appointed by the Board of Supervisors and is responsible for organizing and chairing a council within her/his district.

Title: **AIRPORT COMMISSION**

Address: S.F. International Airport, Central Terminal
San Francisco, CA 94128
(415) 761-0800

Meetings: 1st and 3rd Tuesdays, 9:00 AM
Room 282, City Hall

Membership: 5 members appointed by the mayor.

Compensation: $100 per month

Function: To manage and control the operations of the San Francisco International Airport and all other airport properties which may be placed under its control.

Title: **ARTS COMMISSION**

Address: 25 Van Ness Avenue, #240
San Francisco, CA 94102
(415) 554-9671

Meetings: 1st Monday of the month, 3:00 PM
25 Van Ness Avenue, Room 70

Membership: 17 members: 12 appointed by the mayor and 5 *ex-officio* members. Members appointed by the mayor include: an artist-sculptor, an artist-painter, a musician, a writer/author, 2 architects, a landscape architect, a dance-professional, a theater-professional and 3 lay members. Ex-officio members include the mayor and chairs of the following commissions: Public Library, Recreation and Park, City Planning and Fine Arts Museums

Compensation: None

Function: To approve design of all public buildings and structures. To approve design and location of all works of art before they are placed upon city property or approve removal from city property. To regulate art programs, supervise and control expenditures for music and the advancement of the arts. To license street artists. To serve as art consultant to the redevelopment agency.

Other Info: Has a variety of committees and operates a number of community cultural programs.

Title: **ASIAN ART COMMISSION**

Address: Asian Art Museum, Conference Room, Second Floor
Golden Gate Park
San Francisco, CA 94118
(415) 668-8921

Meetings: 1st Tuesday of the month: Rotate between executive committee at 10:30 AM for 2 months and full commission at 2:00 PM for 1 month. Asian Art Museum, Qing Meeting Room

Membership: 27 commissioners and 6 honorary commissioners

Compensation: None

Function: To develop, maintain, and administer the Asian Art Museum and its collections; for

soliciting and accepting gifts for development of the museums and for maintaining a charitable foundation to assist with that function; and for collaborating with other organizations to develop the museum as the outstanding center of Asian art and culture.

Title: **CITY PLANNING COMMISSION**

Address: 450 McAllister Street
San Francisco, CA 94102
(415) 558-6414

Meetings: Every Thursday, 1:30 PM
Room 282, City Hall

Membership: 7 members: 5 appointed by the mayor. 2 *ex-officio* members: chief administrative officer and manager of public utilities or their alternates.

Compensation: $15 per meeting attended.

Function: To develop, maintain and regularly review a master plan; set development policy, implement and insure execution of plan. To annually review the capital improvement plans of all city departments. Report to the Capital Improvement Advisory Committee recommending priority ratings and determining if proposed projects conform to the master plan. Review all projects to determine the environmental impact on the community.

Title: **CIVIL SERVICE COMMISSION**

Address: Room 153 - City Hall
San Francisco, CA 94102
(415) 554-4747

Meetings: 1st and 3rd Mondays at 2:00 PM
Room 282, City Hall

Membership: 5 members: Appointed by the mayor, one must be a woman

Compensation: $100 a month

Function: To provide qualified city employees whose hiring is based solely on merit and fitness for the job as determined by appropriate examinations. To hear appeals and render decisions on matters concerning employees such as terminations, dismissals and examination protests.

Title: **CITIZENS' ADVISORY COMMITTEE ON ELECTIONS**

Address: Room 158 City Hall
San Francisco, CA 94102
(415) 554-4375

Meetings: 1st Wednesday of the month, 5:00 PM
Room 158, City Hall

Membership: 9 members and registrar is *ex-officio* member

Compensation: None

Function: To study, and make advisory recommendations, to the officers of the city and county on all matters relating to voter registration, elections, and the administration of the Office of the Registrar of Voters.

Title: **FILM AND VIDEO ARTS COMMISSION**

Address: Room 200, City Hall
San Francisco, CA 94102
(415) 554-6144

Meetings: 2nd Monday of the month - 2:30 PM
401 Van Ness Avenue, Veterans Building, #110-B
San Francisco, CA 94102

Membership: 11 members

Compensation: None

Function: To promote and bring film productions to San Francisco.

Title: **FIRE COMMISSION**

Address: 260 Golden Gate Avenue
San Francisco, CA 94102
(415) 861-8000

Meetings: 2nd Tuesday of the month at 6:00 PM and
4th Tuesday of the month at 9:00 AM
260 Golden Gate Avenue, Second Floor
San Francisco, CA 94102

Membership: 5 members: Appointed by mayor, at least one woman

Compensation: $1200 per year

Function: To manage the Fire Department. The Commission has final responsibility for the proper administration of the department and has the authority to prescribe rules and regulations governing all business and personnel affairs.

Title: **HEALTH COMMISSION**

Address: 101 Grove Street, Room 322
San Francisco, CA 94102
(415) 554-2666

Meetings: 1st and 3rd Tuesday - 3:00 PM
101 Grove Street, Room 300

Membership: 7 members: A maximum of three health service providers

Compensation: $100 per month

Function: To establish health care policy for the city and county of San Francisco. Oversees management of Department of Public Health and is the governing body for the San Francisco General Hospital and Laguna Honda Hospital.

Title: **HEALTH SERVICE SYSTEM BOARD**

Address: 1155 Market Street, Third Floor
San Francisco, CA 94103
(415) 554-1700

Meetings: 2nd Tuesday of the month - 4:00 PM
1155 Market Street, Third Floor

Membership: 7 members: 2 members appointed by the mayor (one insurance company official and one medical doctor); 3 members elected from the membership of the system; and 2 *ex-officio* members (chair of Finance Committee of the Board of Supervisors and the City Attorney or an assistant).

Compensation: None

Function: To provide medical and hospital care to all city employees who are active and retired members of the retirement system and to their spouses and dependents; responsible for using funds to contract for services.

Title: **HOUSING AUTHORITY**

Address: 440 Turk Street
San Francisco, CA 94102
(415) 554-1200

Meetings: 2nd and 4th Thursdays - 4:00 PM
440 Turk Street, First Floor Commission Room

Membership: 7 members: one a tenant in a family unit and one a tenant in an elderly unit. Appointed by the mayor and subject to confirmation by the Board of Supervisors.

Compensation: $50 per meeting

Function: To set policy for the Housing Authority which constructs, owns and manages low rent housing projects financed by private bonds,incomes from rents and federal subsidies.

Title: **HUMAN RIGHTS COMMISSION**

Address: 1170 Market Street, Fifth Floor
San Francisco, CA 94102
(425) 252-2500

Meetings: 2nd and 4th Thursday - 4:30 PM
1155 Market Street, Fourth Floor

Membership: 12 members appointed by the mayor. Members are to be broadly representative of employer, labor, religious, racial and ethnic groups. A 1974 amendment adds representation based on age, sex, sexual preference and physical disability.

Compensation: $50 per meeting

Function: To enforce the declared city policy of protecting the rights of every inhabitant to equal economic, political and educational opportunity; equal accommodations in all business establishments; equal service and protection by public agencies.To study,

investigate, mediate and hold public hearings on community wide problems which may result in intergroup tensions or discrimination.

Title: **INDUSTRIAL DEVELOPMENT AUTHORITY**

Address: 100 Larkin Street
San Francisco, CA 94102
(425) 554-8930

Meetings: 1st Thursday of the month - 3:00 PM
100 Larkin Street

Membership: 3 members

Compensation: None

Function: The IDA entity is set up by the Board of Supervisors and approved by Board resolution. IDA has the capacity to issue bonds to finance acquisitions, construction, improvement and equipping of facilities, economic development projects in San Francisco.

Other Info: 11 members of the loan board (meet 1st Thursday)

Title: **JUVENILE PROBATION COMMISSION**

Address: 375 Woodside Avenue
San Francisco, CA 941027
(415) 753-7800

Meetings: 2nd Wednesday of the month - 5:30 PM
Department of Social Service Hearing
Room 170 Otis Street

Membership: 7 members

Compensation: $25 per meeting - up to $100 a month

Function: To oversee Youth Guidance Center

Title: **LANDMARKS PRESERVATION ADVISORY BOARD**

Address: 450 McAllister Street, Fifth Floor
San Francisco, CA 94102
(415) 558-6320

Meetings: 1st and 3rd Wednesdays - 2:00 PM
455 Golden Gate Avenue, #1158

Membership: 9 members appointed by the mayor. 2 *ex-officio* members: member of the Art Commission and members of the City Planning Commission.

Compensation: None

Function: To make recommendations on the preservation of San Francisco buildings.

Title: **PARKING AND TRAFFIC COMMISSION**

Address: 25 Van Ness Avenue #410
San Francisco, CA 94102
(415) 554-9811

Meeting: 1st and 3rd Tuesdays - 1:30 PM
Room 282 - City Hall

Compensation: $50 per meeting

Function: To relieve traffic congestions by providing off-street parking for public use. Facilities include large garages, downtown and neighborhood surface lots. To approve the purchase and lease on property inside or outside of the city and to obtain options on such property.

Other Info: Members of this commission also serve *ex-officio* on the San Francisco Parking Authority.

Title: **BOARD OF PERMIT APPEALS**

Address: Room 154-A - City Hall
San Francisco, CA 94102
(415) 554-6720

Meetings: Each Wednesday of the month. - 5:00 PM
Room 282, City Hall

Membership: 5 members appointed by the mayor

Compensation: $15 per meeting attended.

Function: To hear and decide appeals regarding licenses and permits issued, revoked or denied by any city department including that of zoning regulations.

Title: **POLICE COMMISSION**

Address: 850 Bryant Street
San Francisco, CA 94103
(415) 553-1667

Meetings: Each Wednesday of the month, 5:30 PM
Hall of Justice - Room 551

Membership: 5 members: One of whom must be a woman, appointed by the mayor.

Compensation: $100 per month

Function: To manage the Police Department

Title: **PORT COMMISSION**

Address: Ferry Building, Suite 3100
San Francisco, CA 94111
(415) 274-0406

Meetings: 2nd and 4th Wednesdays - 4:00 PM
3100 Ferry Building, Commission Room

Membership: 5 members: Appointed by the mayor and confirmed by the Board of Supervisors.

Compensation: $1200 per year plus expenses

Function: To improve, operate and conduct the harbor business to further the interest of the port in world trade. Includes controlling and managing all real and personal property, granting franchises and leases, constructing, repairing and operating all port buildings and facilities.

Title: **PUBLIC LIBRARY COMMISSION**

Address: Main Library, Civic Center
200 Larkin Street
San Francisco, CA 94102
(415) 558-3031

Meetings: 1st Tuesday of the month - 4:30 PM
Lurie Room, Main Library

Membership: 7 members

Compensation: None

Function: To manage the San Francisco Public Library System.

Title: **PUBLIC UTILITIES COMMISSION**

Address: Room 287 - City Hall
San Francisco, CA 94102
(415) 554-7316

Meetings: 2nd and 4th Tuesday - 2:00 PM
Room 282, City Hall

Membership: 5 members

Compensation: $100 per month

Function: To manage and operate all public utilities including electricity, water, and transportation and properties used by the city for supplying utility services to inhabitants inside or outside county limits.

Title: **RECREATION AND PARK COMMISSION**

Address: McLaren Lodge
Golden Gate Park
San Francisco, CA 94117
(415) 666-7064

Meetings: 3rd Thursday of the month - 2:00 PM
McLaren Lodge, Golden Gate Park

Compensation: None

Function: To manage the Recreation and Park properties and facilities of San Francisco. To foster a public recreation program.

Other Info: Has a number of committees

Title: **REDEVELOPMENT AGENCY**

Address: 770 Golden Gate Avenue (LOCATION 94102)
P.O. BOX 646 (MAIL 94101)
San Francisco, CA
(415) 749-2457

Meetings: Each Tuesday of the month - 4:00 PM
770 Golden Gate Avenue
Third Floor, Conference Room

Compensation: Necessary expenses and up to $25 per meeting for not more than 4 meetings per month.

Function: To develop a redevelopment plan, subject to public hearings and approval by the

Board of Supervisors, for an area designated by local officials. To renew such areas by purchasing substandard properties; rehabilitate the structures or clear the land; and select developers to achieve construction of facilities in accordance with the plan.

Title: **RELOCATION APPEALS BOARD**

Address: 770 Golden Gate Avenue, Third Floor
San Francisco, CA 94102
(415) 749-2429

Meetings: 1st Wednesday of the month

Membership: 5 members: Appointed by the mayor and approved by the Board of Supervisors. 1 member for a 1-year term, 2 members for 2-year terms, 2 members for 3-year terms.

Compensation: None

Function: To study, investigate and hold hearings on the relocation process and the complaints of persons dissatisfied with their compensation and/or treatment.

Title: **SAN FRANCISCO RESIDENTIAL RENT STABILIZATION AND ARBITRATION BOARD**

Address: 25 Van Ness Avenue, Room 320
San Francisco, CA 94102
(415) 554-9550

Meetings: Each Tuesday of the month - 5:30 PM
25 Van Ness Avenue, Suite 70 (Lower Level)

Membership: 5 members and 5 alternate members:
2 landlords; 2 tenants; 1 neutral

Compensation: $25 for first 2 hours and $50 next 2-6 hours

Function: To oversee rules and regulations of the Rent Board and conduct rental arbitration hearings; hire executive director; make reports available to public.

Title: **RETIREMENT SYSTEM BOARD**

Address: 1155 Market Street, Second Floor
San Francisco, CA 94102
(415) 554-1520

Meetings: 2nd & last Tuesdays of each month - 1:30 pm
1155 Market Street, Conference Room

Membership: 6 members and president of the Board of Supervisors, *ex-officio*, 3 members are appointed by the mayor and 3 members are elected by the active members of the retirement system, not retired persons.

Compensation: None

Function: To administer the city employees' pension fund and rule on all claims for benefits.

Title: **SMALL BUSINESS ADVISORY COMMISSION**

Address: 100 Larkin Street
San Francisco, CA 94102
(415) 554-8941

Meetings: 2nd Thursday of the month
100 Larkin Street

Membership: 10 Members

Compensation: None

Function: SBAC acts as a liaison between government and business.

Title: **SOCIAL SERVICES COMMISSION**

Address: 170 Otis Street
San Francisco, CA 94103
(415) 557-6431
Mail Address: P. O. BOX 7988
San Francisco, CA 94120

Meetings: 4th Thursday of the month - 9:30 AM
170 Otis Street, First Floor

Membership: 5 members appointed by the Mayor. No person eligible while holding a salaried public office, position or employment.

Compensation: None

Function: To provide financial, medical and social services to all eligible persons in San Francisco. To determine policy and supervise. To appoint a director as general manager who is responsible for the enforcement of the rules and regulations and administration of the department.

Title: **SOUTHEAST COMMUNITY FACILITY COMMISSION**

Mail Address: Clean Water Program
1550 Evans Street
San Francisco, CA 941024
(415) 431-9430

Meetings: 2nd Tuesday and 4th Wednesday - 6:00 PM
1880 Oakdale Avenue
San Francisco, CA

Membership: 7 members

Compensation: $100

Function: To review and provide guidance for the operations of the Southeast Community facility.

Title: **ADVISORY COMMITTEE OF THE STREET ARTIST AND CRAFTSMEN EXAMINERS**

Address: 25 Van Ness Avenue, Room 240
San Francisco, CA 94102
(415) 554-9671

Meetings: Last Tuesday of the month - 9:30 AM
Art Commission Conference Room
25 Van Ness Avenue, San Francisco

Membership: 12 members

Compensation: None

Function: To examine the wares of the persons seeking street artist licenses, in order to verify that the wares are of the artists' own creation.

Title: **WAR MEMORIAL BOARD OF TRUSTEES**

Address: War Memorial of San Francisco
Veterans Building , #110
San Francisco, CA 94102
(415) 621-6600

Meetings: 2nd Thursday of the month - 2:00 PM
Opera House, Trustee's Room, 4th Floor
301 Van Ness Avenue

Membership: 11 members: Appointed by the mayor, subject to approval by the Board of Supervisors.

Compensation: None

Function: To be responsible for the construction, administration and management of the War Memorial complex which consists of the Veterans Building, the Memorial Court and the Opera House. The Board appoints a staff which arranges for all engagements of the facilities.

Title: **WOMEN, COMMISSION ON THE STATUS OF**

Address: 1170 Market Street, Sixth Floor
San Francisco, CA 94102
(415) 252-2570

Meetings: 4th Thursday of the month - 4:00 PM
1170 Market Street, Sixth Floor - Conference Room

Membership: 7 members

Compensation: $25 per meeting

Function: To advance women's equality in San Francisco and to assist the city and county of San Francisco in realizing its policy to ensure women equal economic, political, social and educational opportunities as well as equal services and protection by public agencies.

IV. Appointments Made by The Board of Supervisors

The Board of Supervisors has appointive, nominating or confirmation, power for a large number of commissions. Often it has the responsibility to appoint one of its own members to serve on commissions legally requiring Board representation. Many of these commissions are regional in nature. (e.g. Bay Conservation and Development Commission) and may or may not have appointed members from the general public. A list of the boards and commissions to which members of the Board of Supervisors are appointed or serve as *ex-officio* members can be obtained from the Clerk of the Board of Supervisors.

The following pages provide information on the boards, committees, and commissions to which members of the public are appointed by the Board of Supervisors.

Boards, Committees, and Commissions To Which Members of the Public Are Appointed by The Board of Supervisors:

ADULT DAY HEALTH CARE PLANNING COUNCIL

Address: Cynthia Salomar, Director
Office of Senior Health Services
Department of Public Health
1182 Market Street, Room 204
San Francisco, CA 94102
(415) 558-5104

Appoints seventeen members for three-year terms, as follows: Nine persons over 55 years of age who have a demonstrated interest in special health and social needs of elderly and representative of organizations dedicated primarily to needs of older persons, including those of low-income and racial and ethnic minorities:

- One representative, Commission on the Aging;
- One representative, Dept. of Public Health;
- One representative, Dept. of Social Services;
- One representative, San Francisco Medical Society;
- One representative, Younger functionally impaired adult;
- One representative of a publicly funded senior citizen transportation program;

- One representative of a health facility or organization of health facilities providing acute or long-term care to the elderly;
- One representative who has demonstrated interest in alternatives to institutional long-term care.

ADVISORY COMMITTEE ON ADULT DETENTION

Address: Executive Officer
Superior Court, Room 480
City Hall
San Francisco, CA 94102
(415) 554-5097

Appoints two members for four-year terms.

ADVISORY COMMITTEE ON DRUG AND ALCOHOL ABUSE IN FAMILIES

Address: Board of Supervisors
Room 235, City Hall
San Francisco, CA 94102
(415) 554-5184

Each supervisor (11) directly appoints one member with some expertise in co-dependency for an indefinite term.

ADVISORY COUNCIL TO THE COMMISSION ON THE AGING

Address: Director, Commission on the Aging
25 Van Ness Avenue, #650
San Francisco, CA 94102
(415) 864-6051

Eleven members appointed for two-year terms.

ADVISORY COUNCIL TO MAYOR'S OFFICE OF CHILDCARE

Address: Lynne Beeson, Director
Mayor's Office of Child Care
Ten United Nations Plaza, Fourth Floor
San Francisco, CA 94102
(415) 554-8990

Each members of the Board of Supervisors appoints one member for three-year terms.

AIRPORT NOISE COMMITTEE

Address: Airport Noise Committee
1275 Market Street, #1300
San Francisco, CA 94102

Appoints sixteen members for three-year terms.

ANIMAL CONTROL AND WELFARE COMMISSION

Address: Patricia Cosio
Department of Public Health
101 Grove Street #217
San Francisco, CA 94102
(415) 554-5184

Appoints six members for two-year terms.

ASSESSMENT APPEALS BOARD

Address: Marilyn Cosentino, Administrator
Room 2-C, City Hall
San Francisco, CA 94102
(415) 554-6779

Appoints three regular members and three alternative members for three-year terms.

AUDIT ADVISORY COMMITTEE

Address: Controller
Room 109, City Hall
San Francisco, CA 94102
(415) 554-7597

Appoints two public members to be nominated by the mayor, and subject to approval by the Board of Supervisors and controller, to serve at the pleasure of the Board of Supervisors.

BALLOT SIMPLIFICATION COMMITTEE

Address: Registrar of Voters
Room 155, City Hall
San Francisco, CA 94102
(415) 554-4394

Appoints three members for two-year terms.

BAY AREA LIBRARY AND INFORMATION SYSTEM ADVISORY BOARD

Address: City Librarian
Main Public Library
Larkin & McAllister Streets
San Francisco, CA 94102
(415) 558-4235

Appoints one member for two-year term, representing the public-at-large and underserved residents in the system service area.

BAY CROSSING STUDY ADVISORY COMMITTEE

Address: Hank Ditmar
c/o Metropolitan Transportation Commission
101 Eighth Street
Oakland, CA 94607-4700
(415) 464-7700

Appoints one member. (Mayor also appoints one member.)

BICYCLE ADVISORY COMMITTEE

Address: Brigid Hynes-Cherin
Transportation Authority
Room 255, City Hall
San Francisco, CA
(415) 554-7740

Board of Supervisors appoints eleven members for three-year terms, three representing bicycling organizations; two representing environmental organizations; one representing bicycle industry; and five at large bicyclists.

NOTE: Members first appointed shall, by lot, classify their terms so that three members shall serve a one-year term ending December 31, 1991, four members shall serve a two-year term ending December 31, 1992 and four members shall serve a three-year term ending December 31, 1993.

CENTRAL SUGGESTION COMMITTEE (EMPLOYEE SUGGESTION PROGRAM)

Address: Paul Chignell
Mayor's Office, Room 205
City Hall
San Francisco, CA 94102
(415) 554-6120

President, Board of Supervisors, appoints one member and one alternate.

CHILD CARE STUDY COMMITTEE

Address: Board of Supervisors
Room 235, City Hall
San Francisco, CA 94102
(415) 554-5184

Appoints five members upon formal request; terms to be determined.

CITIZENS ADVISORY COMMITTEE ON SAN FRANCISCO MUNICIPAL GOLF COURSES

Address: Board of Supervisors
Room 235, City Hall
San Francisco, CA 94102
(415) 554-5184

Appoints eleven members; terms indefinite.

CITIZENS TELECOMMUNICATIONS POLICY COMMITTEE

See Telecommunications Policy Committee

CITY TRAINING PROGRAM COMMITTEE

Address: Board of Supervisors
Room 235, City Hall
San Francisco, CA 94102
(415) 554-5184

Appoints three members; terms to be determined.

CITY-WIDE ALCOHOLISM ADVISORY BOARD

Address: Kristi Kurtz, Executive Officer
1380 Howard Street, Fourth Floor
San Francisco, CA 94103
(415) 255-3521

Appoints fifteen members for three-year terms.

CULTURAL AFFAIRS TASK FORCE

Address: Clerk, Board of Supervisors
Room 235, City Hall
San Francisco, CA 94102

Appoints twenty-three members to be nominated by the Board of Supervisors, three by the mayor, three by the chief administrative officer, thirty by the various arts agencies.

DELINQUENCY PREVENTION COMMISSION

Address: Kristen Bachler, Executive Director
1095 Market Street, Second Floor
San Francisco, CA 94102

Appoints nineteen members for four-year terms. May also appoint Youth members (no number specified) for one- and two-year terms.

DEVELOPMENTAL DISABILITIES AREA BOARD V

Address: Chair, Developmental Disabilities Council of S.F.
c/o Department of Public Health
101 Grove Street
San Francisco, CA 94102
(415) 558-2403

Appoints two members for three-year terms.

DOMESTIC VIOLENCE TASK FORCE

Address: Family Violence Project
1001 Potrero Avenue, Building 1, #200
San Francisco, CA 94110
(415) 821-4553

Appoints eleven members from community and legal groups.

DRUG ABUSE ADVISORY BOARD

Address: Alice Chow, Executive Director
1380 Howard St., Fourth Floor
San Francisco, CA 94103
(415) 255-3520

Appoints fifteen members for three-year terms, as follows: Two members shall be from law enforcement and at least two but no more than five shall be drug abuse treatment providers. The remaining members shall be taken from the general public.

ELECTRONIC INFORMATION PROCESSING STEERING COMMITTEE

Address: Ralph Jacobsen, EIPSC Staff Director
Room 167-B, City Hall
San Francisco, CA 94102
(415) 554-4138

Composed of seven members; four of which have been established by Ordinance No. 458-82. Remaining three members are city department heads selected by the four permanent members.

Appoints four members from private business sector, as recommended by the chief administrative officer, for indefinite terms.

EMERGENCY MEDICAL CARE COMMITTEE

Address: Department of Public Health
101 Grove Street
San Francisco, CA 94102
(415) 554-2900

Appoints not more than thirty members for three-year terms.

GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT

Address: Box 9000, Presidio Station
San Francisco, CA 94129
(415) 921-5858

Appoints four members to serve at Board's pleasure.

NOTE: Additional four members are appointed who must be members of the Board of Supervisors.

HANDICAPPED ACCESS APPEALS BOARD

Address: Superintendent, Bureau of Building Inspection
Department of Public Works
450 McAllister Street
San Francisco, CA 94102
(415) 558-6131

Composed of five members: Board appoints two physically handicapped persons and two persons experienced in construction for four-year terms. The mayor appoints one public member.

HAZARDOUS MATERIALS ADVISORY COMMITTEE

Address: Barbara Ratti, staff support
Department of Public Health
101 Grove Street
San Francisco, CA 94102
(415) 554-2775

Appoints 21 members for four-year terms. Initial terms to be as follows: 5 to serve one-year terms; 5 to serve two-year terms; 5 to serve three-year terms; and 6 to serve four-year terms.

INDUSTRIAL DEVELOPMENT AUTHORITY

Address: Mayor's Office
Business & Economic Development
100 Larkin Street
San Francisco, CA 94102
(415) 554-8930

Appoints five members which have been nominated by the mayor.

MATERNAL, CHILD AND ADOLESCENT HEALTH BOARD

Address: Department of Public Health
101 Grove Street
San Francisco, CA 94102
(415) 554-2560

Appoints no less than 15 or more than 30 members for three-year terms.

MENTAL HEALTH ADVISORY BOARD

Address: Sally Green, Executive Director
1380 Howard Street, Room 450
San Francisco, CA 94103
(415) 255-3474

Appoints seventeen members for three-year terms, including the president of the board, or designated member of the board. (Members may serve no more than two successive terms.)

METROPOLITAN TRANSPORTATION COMMISSION

(Regional Transportation Advisory Committee)

Address: Metropolitan Transportation Commission
101 Eighth Street
Oakland, CA 94607
(415) 464-7700

Appoints one representative of city and county of San Francisco; term indefinite. (Must be officer or employee of city and county; presently the director of the Department of Public Works is the representative.)

MULTI-LINGUAL CITIZENS TASK FORCE

Address: Registrar of Voters
Room 155, City Hall
San Francisco, CA 94102
(415) 554-4391

Appoints unspecified number of members for indefinite terms to assist the Registrar of Voters regarding compliance with the Federal Voting Rights Act of 1975.

NATIONAL GUARD ADVISORY COMMITTEE

Address: Board of Supervisors
Room 235, City Hall
San Francisco, CA 94102
(415) 554-5184

Appoints five members for four-year terms.

OPEN SPACE/PARK RENOVATION CITIZENS ADVISORY COMMITTEE

(See Park and Open Space Advisory Committee)

PARK AND OPEN SPACE ADVISORY COMMITTEE

Address: McLaren Lodge, Golden Gate Park
San Francisco, CA 94117
(415) 666-7080

Appoints twenty-three members for two-year terms. One member shall be appointed by each supervisor and approved by the Board of Supervisors. Second member shall be appointed by each supervisor from the list maintained by the clerk of the Board of Supervisor's of qualifying organizations and approved by the Board of Supervisors. One member shall be appointed by the mayor and members must be residents of San Francisco.

PUBLIC ACCOMMODATIONS ACCESS APPEALS BOARD

(See Handicapped Access Appeals Board)

SAN FRANCISCO BOXING HALL OF FAME COMMITTEE

Address: Board of Supervisors
Room 235, City Hall
San Francisco, CA 94102
(415) 554-5184

Appoints eleven members for indefinite terms.

TASK FORCE ON TRANSFER BENEFITS

Address: Al Walker, Civil Service Commission
Room 153, City Hall
San Francisco, CA 94102
(415) 554-4747

Board of Supervisors appoints seven members. One member representing the Health Commission, Civil Service Commission, and Retirement Board; two members representing employee associations; one member representing the public; and one member representing persons with catastrophic illnesses.

NOTE: Task Force is due to expire 120 days after its first meeting. Task Force is waiting for full complement of appointments to be made.

TELECOMMUNICATIONS POLICY COMMITTEE

Address: Roberto Esteves, Secretary, TPC
Main Library, Civic Center
San Francisco, CA 94102
(415) 558-5634

Appoints nine members for two-year terms, representing cable television subscribers and other public members, the educational community and the cable television franchise holder.

VETERANS AFFAIRS COUNCIL

Address: Veterans Bldg., Room 123
San Francisco, CA 94102

Appoints eleven members for four-year terms. Three members shall be women veterans. (NOTE: The mayor appoints four members, making a total of fifteen members.)

Members shall be appointed as follows: (a) Five at-large. (b) Ten from the following categories so there is at least one person selected from each category:

- A person who served in the Armed Forces of the U.S. prior to December 8, 1941;
- A person who served in the Armed Forces of the U.S. subsequent to December 8, 1941, and prior to the commencement of the Korean War;
- A person who served in the Armed Forces of the U.S. subsequent to the commencement of the Korean War and prior to January 1, 1964;

- A person who served in the Armed Forces of the U.S. subsequent to January 1, 1964, and prior to May 8, 1975, and who served in the Vietnam conflict;

- A person who served in the Armed Forces of the U.S. subsequent to May 8, 1975;

- A person who served in the Armed Forces of the U.S. and is suffering under a physical disability arising from that service, in accordance with the definitions applied in such cases by the Veterans Administration;

- A person who served in the Armed Forces of the U.S. and is "stress disabled" as a result of such service, in accordance with the definitions applied in such cases by the Veterans Administration.

Boards, Commissions and Committees For Which Members of the Public Are Nominated by The Board of Supervisors for Appointment by Other Authority:

ADVISORY COUNCIL TO MAYOR'S OFFICE OF CHILD CARE

Address: Lynne Beeson, Director
Mayor's Office of Child Care
Room 205, City Hall
San Francisco, CA 94102
(415) 554-8994

Each member of the Board nominates one person for a three-year term for appointment by the mayor.

CITIZENS ADVISORY COMMITTEE ON ELECTIONS

Address: Registrar of Voters
Room 155, City Hall
San Francisco, CA 94102
(415) 554-4394

Nominates six members for appointment by the mayor for four-year terms.

CITIZENS ADVISORY COMMITTEE ON WASTEWATER MANAGEMENT

Address: Clean Water Program
1550 Evans Avenue
San Francisco, CA 94124
(415) 431-9430

Nominates four members for appointment by the mayor to serve indefinite terms.

COMPREHENSIVE ALCOHOL AND DRUG PREVENTION EDUCATION LOCAL COORDINATING COMMITTEE

Address: Dr. Beverly Bradley
c/o San Francisco Unified School District
135 Van Ness Avenue
San Francisco, CA 94102
(415) 241-6217

Confirms appointments made by County Superintendent of Schools.

GOLDEN GATE NATIONAL RECREATION AREA ADVISORY COMMISSION

Address: Michael Feinstein
GGNRA
Fort Mason, Building 201
San Francisco, CA 94123
(415) 556-4484

Nominates one representative of the city and county government and one representative of citizens of San Francisco for appointment by the Secretary of the Interior.

STATE HOSPITAL ADVISORY BOARDS

(California Welfare and Institutions Code, Section 4200)

Address: c/o respective state hospital

Nominates persons for appointment by the governor to Developmentally Disabled Advisory Boards and Mentally Disordered Advisory Boards at Agnews, Napa and Sonoma State Hospitals.

V. Building Support for Your Appointment

Knowing what support is available to you, how to obtain it and how to use it is just as important as learning as much as possible about a board or commission and knowing all your possible qualifications for serving on it.

First, to the extent possible, determine the political realities of the appointment: no matter how high your interest and qualifications for the position, another candidate with the same or less interest and qualifications but more political strength might be appointed instead.

Sources of Support

1. MOST IMPORTANT: Support from those who know the appointing authority or know her/his assistants or personal friends.

2. Community groups in which you have been active, as well as those concerned with the activities of the board or commission on which you wish to serve.

3. Political groups, women's groups, elected officials (especially those of the same political background as the appointing authority).

4. Prominent persons in the community, professional organizations, unions, knowledgeable people, and friends and relatives who may be in a position to help you.

How to Get Support

You must seek your support actively, not assume that it will come to you naturally. If you don't know any of the previously mentioned groups or people, make an appointment for the purpose of getting to know them and they you. Tell them of your interest, present your qualifications, ask for and answer their questions without committing yourself to any position on the board or commission's performance, and then ask for their endorsement, preferably in written form.

Additionally, tell everyone you know that you are seeking a position. You may meet someone who "knows someone" who can help you. Sell yourself to them and don't hesitate to describe your need for letters of recommendation. Have a rough draft prepared for their use.

How to Use Support

Begin a planning timetable so that you can meet the application deadline with sufficient support, realizing that it is never too early to start. Researching the commission or board and lining up support may take longer than you originally thought, and the earlier you begin, the more time you will have to make yourself known throughout the community.

In some instances, it is advantageous to time the support letters or telephone calls so that they arrive periodically prior to the appointment, thus keeping your name familiar. Certainly some support letters should be in the hands of the appointing authority prior to the personal interview, if one is held.

VI. Applying for a Board or Commission

How To Apply

In most cases you must submit an application, resume and cover letter to the appropriate person or office at the appropriate time. It does not hurt to submit a few letters of reference along with the application. If there is not a vacancy at the time, ask to be notified when a vacancy occurs (and continue checking!).

Applications for appointments made by the mayor can be obtained through the Mayor's Office, City Hall, Room 200.

Applications for appointments made by the Board of Supervisors can be obtained through the Clerk of the Board of Supervisors, City Hall, Room 235.

Informational sources:

1. Your interest in the board or commission. Why do you want to serve on it? Probably one of your best qualifications is your answer to that question, for it implies a willingness to put in the time and work necessary to do a good job. But you will still have to back up that willingness with a demonstrated ability to get things done well.

2. Your professional training and work history. List your professional experience, emphasizing the portions which pertain directly to the board or commission and describe your educational background.

3. **Your volunteer work.** List the ways that you have already contributed to your community through volunteer work. Assisting in the classroom, participating in ballot-initiative and fund-raising campaigns or coordinating library volunteers all show that you have the important abilities to motivate other people, to listen to others' opinions and to organize. What other skills did your volunteer work develop?

4. **Affiliations.** List your professional and personal affiliations as well as all other interests you have pursued which can build your case for appointment.

5. **Personal qualities.** How do you see yourself and how do other people see you? The following list may help you define yourself in a way which can enhance your other qualifications. Which qualities apply to you?

Decision-making ability	Self-motivated
Research skills	Cooperative
Tolerance for individual differences	Creativity
Ability to function effectively	Flexibility
Ability to relate to a wide variety of people	Analytical
Broad scope of knowledge	Confident
Ability to work within goal-directed guidelines	Ability to plan
Ability to handle stress	Self-directed

Problem-solving	Negotiating skills
Sound judgment	Leadership skills

When you finish your list—and use your friends to help you—you will be surprised at the number of qualifications you have. This information is the basis for your resume.

VII. Writing a Resume

There are many excellent resource guides to resume writing available through libraries, bookstores and career-counseling centers. This section will provide a review of resume construction.

Your resume is a sales presentation. It represents you on paper and helps convince the appointing authority that you are right for the job. Before preparing your resume, you should know two things: what you do best and the goals of the board, committee or commission to which you wish to be appointed. Then develop your resume so that it is a picture of you in terms of your abilities and experience related to the needs of the relevant board, committee or commission.

Preparation for Writing a Resume

Address yourself in the following terms:

1. **Motivation:** desire for public service.

2. **Abilities:** the kinds of activities you can perform.

3. **Skills:** what you have learned to do.

4. **Interests:** why this field interests you; the other experiences you have had to prove your interest in this area.

5. **Ambitions and goals:** how this position fits in with your long-range goals.

6. **Experience:** the experiences (volunteer, paid, personal, educational) you have had that will contribute to your worth in this position.

7. **Assets and talents:** the special traits you have that especially qualify you for this position.

Developing a Resume

A resume consists of five sections:

1. **Basic information:** Name, address, city, telephone number (make sure you list a number at which you can be reached during the day; if you are not available, list a message number where someone is available).

2. **Objectives:** This opening line should immediately let the reader know what our interests are. Name the specific appointment you want. Be brief and avoid philosophical statements. (For a job resume this statement might described the type of activities in which you would like to be involved, plus your long-range goals.)

3. **Qualifications:** A brief statement of your experiences (personal, educational, volunteer, paid) which are related to your objectives. It can be in a brief form with emphasis on action verbs (e.g., "directed..., organized..., coordinated..."). Always state your strongest, most relevant experiences first.

4. **Background:** (An experience chronology.) This is a statement of paid work experiences, educational background (if college level or specialized....and not included in qualifications), volunteer activities and special projects. The most important items should be mentioned first. For each position, list the descriptive title first, enumerate duties (leave out "typing and answering the telephone" but include "developing and coordinating a program"), then list the agency TITLE only — no date, no address, no supervisor. Slant descriptions toward your goals and be honest!

5. **Optional data:** This section may include responsible but not relevant experiences including membership in organizations. It can also list references if their names or titles are impressive. If they are not, simply

state "References furnished upon request." Always include the telephone numbers of any references listed as they will most likely be called; remember to get their permission prior to listing them.

In general, your resume should have the following characteristics:

1. Neat, well-organized (lots of white space on the page).

2. Attention-getting (on good quality paper).

3. Easy-to-read (in 15 seconds).

4. Divided into a few meaningful categories.

Areas to Stress for Appointments

The information you submit when seeking an appointment may be slightly different from the information submitted when looking for a job. Remember that your political affiliation and work you have done for candidates or the party may become an important factor in some cases. The combination of your knowledge of your community and your participation within it is perhaps your most valuable leverage. If you have been an activist, you may not need to be an expert in a particular field. Use your resume to illustrate what you have done, contacts you have made and insights you have gained. Sample resumes are presented on the following pages.

SAMPLE RESUME NO. 1

Susan B. Jones

365 Franklin Avenue
Lynnwood, CA 94000

Phone: 354-7688 (day)
561-3274 (eve)

GOAL: Appointment to the Lynnwood Parks and Recreation Commission.

QUALIFICATIONS: Competence in planning and directing sports programs for children and adults.

EXPERIENCE:
Current Director of the Manchester Junior High School after-school sports program. The five-activity program has an enrollment of 146 students.

Organizer and coordinator for the 1976 Lynnwood Fourth of July Celebration.

Red Cross Instructor in first aid and lifesaving.

Girl Scout Leader, Lynnwood Troop 124.

Volunteer Recreation Leader, Lynnwood Senior Citizen Center.

EDUCATION:
B.A., Physical Education, California State College, 1972.

Additional course work at Bay Area University in: "Motor Skills and Coordination in Preschool Children," "Traditional American Folk Dance," "Getting Back in Shape-Physical Exercise for the Middle-Aged," "Rehabilitation for Stroke Victims."

PROFESSIONAL/COMMUNITY AFFILIATIONS:
Lynwood Junior Women's Club, American Association of University Women, American Red Cross, Lynnwood Women's Soccer League.

SAMPLE RESUME NO. 2

Peggy Dickson
2721 Fremont Avenue Concord, CA 94533
421-4978

GOAL: Appointment to the County Reorganization Committee.

QUALIFICATIONS: Qualified to assume responsibilities in the areas of administration, research, public relations, legal analysis, technical writing, group organizing, counseling, program planning and evaluation, or liaison as field representative.

BACKGROUND: Five years of professional and volunteer experience. Highlights:

- Administered evaluation unit of a training program in seven western states.
- Researched and assisted writing of corporations' funding proposals.
- Created administrative manual and administrative efficiency system.
- Traveled to act as liaison representative for area committees and corporations.
- Analyzed, evaluated and edited legal, financial and real estate documents for management and company attorneys.
- Developed community improvement plan by designing questionnaire, conducting fact-finding meetings analyzing data and writing plan.
- Edited college textbook manuscripts.
- Worked effectively with people from various backgrounds, including politicians, business managers, professional personnel, and racial and cultural minority persons.
- See attached for details.

EDUCATION
B.A., English, Temple University, 1965
M.A., English, Pennsylvania State University, 1968.

REFERENCES
Available upon request.

VIII. Writing a Cover Letter

The resume should always be submitted with a cover letter. The general characteristics of the cover letter are as follows:

1. Typed on good quality stationery to an individual (not "To Whom It May Concern").

2. Polite and brief—about one page.

3. Attached to the resume.

The organization of the cover letter generally falls into three paragraphs:

1. The first paragraph should state your reason for mailing the resume.

Example: "For the past ten years, I have been involved with community health care and am delighted that a position on the Board of Health is open for new members. Please consider me an applicant for that position."

2. The second paragraph should state briefly your qualifications but should not repeat those in your resume. Example: "As a minority women long active in promoting improved health in my community, I feel well qualified to administer and advise our local government on these matters. Backed by professional work experience for the Department of Public Health and personal research in this area, I would be most interested in assisting this board toward its goal: health for all people."

3. The third paragraph is usually a request for an interview. Example: "I am looking forward to discussing the issues with you in a personal interview at your earliest convenience."

Additional Hints

1. Address your letter to officials correctly. Most elected representative are "Honorable" but check to be sure. Consult a good dictionary or call the official's office and request her/his title and mailing address.

2. As in your resume, remember that your political affiliation and work you have done for candidates may become an important factor in some cases. Be sure to illustrate what you have done, listing significant contacts you have made and stating insights you have gained.

3. After submitting your application, resume and cover letter, wait to hear from the official responsible for your application. If you do not hear within two weeks, call the office to confirm that your letter had been received and inquire as to when you might expect a reply.

IX. The Interview

Not all boards and commissions interview their applicants. Your research will have told you whether "yours" does, and if so, the who, where, when and how of its interviewing procedure. If you are called for an interview, here's how to prepare and what to expect.

Preparation

1. Review your research of the board or commission and understand well its purpose, goals, accomplishments, general history—and board members' responsibilities. Think carefully about your planning of time and energy. Dress as you have noticed members do.

2. Know your interviewer(s) and find out their values, affiliations, length of tenure and association with the board or commission. What do you think they will be looking for?

3. Rehearse your presentation. Go over your facts and hidden agenda (what you want to communicate) with a friend in a mock interview. Decide how to appeal to the interviewer's self-interest by identifying with the goals of the board or commission and those of individual members.

4. Be prepared to back up with proof all statements of your achievements and skills.

5. Prepare some thoughtful but noncontroversial questions to ask the interviewer(s).

General Characteristics of the Interview

1. You may be interviewed by one person or by a panel, so be prepared for either. Questions are usually formulated in a group, so when answering a question asked by a panel member, speak to the entire panel.

2. Most interviewers have generally positive attitudes toward you and are there to learn about you. Share yourself with them. Do not stifle the discussion with simple "yes" or "no" answers.

3. Most interviews last a specified length of time, as you have probably found out in your original research of the application process. Check that timing at the beginning of the interview and plan for an effective use of it. Make an exit appropriately when time runs out even though you do not feel "finished."

4. Remember that the closing of the interview is important, as at this time the interviewer may make a decision regarding your overall rating and should indicate the next step to be taken. Moreover, you can offer a summary of your impressions and decisions as well as reviewing what the next steps in the process will be. Remember to thank the interviewers for their time and courtesy before you leave.

X. Conclusion

FOLLOW-UP TO APPLYING FOR A BOARD OR COMMISSION

Do not expect to be appointed at the end of the interview. Even if the interviewer(s) thinks you are highly qualified, you will rarely be promised anything. If you are being actively considered, you may be asked to a second interview or for more information in another form. To save possible wear on your nerves, ask what further timing to expect.

During the interview, it may become obvious that your interest and abilities really do not fit the appointment after all. In that case, a good interviewer should politely tell you, so neither of you will spend any more time on that particular appointment effort. If this happens, reassess your research for any evidence that you could have foreseen that your qualifications did not match the needs of the board or commission.

If your appointment is being considered but you have not been contacted about it within the time indicated to you, call the office to request the status of the appointment and say that you are still interested in the position.

After the Appointment is Made

If successful: Congratulations on having your efforts rewarded! Think back over your "campaign" and evaluate it. Analyze what you did, how you timed it and which things you would do differently. Now you are in a position to share your information with others who seek your help and advice. Most of all, you are now ready to work and achieve the goals you set for yourself when you first considered GETTING THAT APPOINTMENT!

If not successful: Be aware that the most qualified person is not always the one appointed, as political concerns often lead to the final decision. Try to discover the "real" reason you were not selected and then decide whether or not you want to be considered for the next vacancy. If your decision is to try for the next vacancy, continue to keep current with the board or commission, its meetings, its members, its decisions. Continue building more and more support for yourself. Become more politically active. And hopefully next time, YOU will be the successful applicant.

Remember to thank everyone who assisted you.

We hope you have enjoyed *Within Your Reach/How To Get That Appointment.* The Commission on the Status of Women looks forward to seeing your name in lights.

Design & Layout by ZesTop Publishing
— a women of color-owned business —

Printed on Recycled Paper by Graffik Natwicks